



CONCEPT NOTE

**National Urban Conclave
on
Envisioning Viksit Bharat@2047: Digital
Transformation in Urban Planning and
Governance**

January 09, 2026

**Organized by Centre for Urban Studies (CUS)
Indian Institute of Public Administration (IIPA)
ITO, New Delhi**

I. Preamble: Towards Smart, Inclusive, and Responsive Urban Governance

India's urban landscape stands at a critical crossroads, with projections indicating that over half the population will reside in cities by 2050 while these urban centres will contribute nearly 75% of the nation's GDP by 2030. This rapid urbanization necessitates a transformation in governance and public service delivery, where empowered Urban Local Bodies (ULBs) evolve as resilient engines of economic growth and inclusive development. Strengthening municipal financing through innovative own-source revenue mechanisms such as property taxes, user charges, municipal bonds, and asset monetisation, alongside public-private partnerships, becomes essential to foster self-sustaining cities. Transparency, institutional reforms, capacity building, and high-performing municipal leadership are critical to addressing urban poverty and ensuring accountable revenue management within diverse urban realities spanning megacities to Tier II and III towns.

At the heart of this transformation lies the imperative for participatory, citizen-centric governance that enriches urban decision-making through co-creation, digital platforms for e-participation, participatory budgeting, crowdsourcing, and vibrant civic movements. These approaches build robust social capital and forge synergistic collaborations between state institutions and community networks, thereby reinforcing trust and transparency in urban regeneration and inclusive redevelopment initiatives. Concurrently, the future of urban planning hinges on innovative models such as 15-minute cities, transit-oriented development, and next-generation mobility that reimagine the design of compact, accessible neighbourhoods and public spaces. Holistic city planning integrates land-use and mobility strategies with climate-responsive, human-centric design that nurtures small businesses, innovation hubs, and knowledge economies, driving balanced and sustainable urban growth.

Ensuring safety and dignity for vulnerable urban populations—including women, seniors, and children—requires embedding safety-by-design principles, tech-enabled security systems, gender-sensitive housing frameworks, and reformed policing models within urban plans. Sustainable urban futures demand the adoption of circular economy principles, green infrastructure, pollution control, water security, and resilient, climate-adaptive systems that collectively reduce environmental footprints. Financial instruments like green bonds and advanced climate modelling support the development of thriving low-carbon cities. Public service delivery, meanwhile, must pivot toward integrated digital platforms that enable automated grievance redressal, anticipatory governance, seamless interoperability, and universal accessibility. Generative AI, IoT sensors, and real-time analytics can propel smarter resource allocation, fault detection, and citizen engagement, transforming essential urban services in mobility, utilities, emergency response, and environmental management into dynamic, responsive systems.

This vision of digitally enabled, equitable, and sustainable urban futures aligns seamlessly with India's Viksit Bharat@2047 agenda and ongoing flagship missions such as Smart Cities, AMRUT, and PM GatiShakti. The conclave serves as a confluence for urban leaders, policymakers, technologists, municipal officials, industry stakeholders, and researchers to forge collaborative pathways. Together, they aim to bridge policy and practice gaps by

harnessing AI, IoT, and innovative governance models, ultimately realizing inclusive, resilient, and future-ready Indian cities that offer improved quality of life, smarter mobility, robust utilities, participatory governance, and sustainable growth for all residents.

II. Urban Governance Landscape and Emerging Technologies

India's urban governance system is a diverse and complex network comprising Urban Local Bodies (ULBs), municipal corporations, parastatal agencies, and state authorities entrusted with delivering essential services such as water supply, sanitation, transportation, land-use planning, and citizen engagement. Despite the framework provided by the 74th Constitutional Amendment, challenges including fragmented jurisdictions, limited fiscal autonomy, and shortages of trained personnel continue to impede seamless and accountable service delivery. This conclave directly addresses these challenges by fostering strategic dialogue on institutional reforms such as unified governance models like the Greater Bengaluru Authority, Metropolitan Planning Committees (MPCs), and District Planning Committees (DPCs), which are critical for integrated regional planning, climate adaptation, and optimal resource management across metropolitan areas, Tier II and III towns, and peri-urban regions.

Digital technologies are pivotal enablers within this governance ecosystem. The National Urban Digital Mission (NUDM) alongside Digital Public Infrastructure components such as Aadhaar, UPI, India Urban Data Exchange (IUDX), SmartCode, and the Geospatial Management Information System (GMIS) provide interoperable platforms that facilitate data-driven decision-making, real-time citizen services, and standardized urban processes that help bridge governance gaps and scale innovations beyond pilot projects. The Integrated Command and Control Centres (ICCCs) under the Smart Cities Mission serve as crucial urban nerve centers for monitoring, emergency response, and service outreach, exemplifying the conclave's commitment to nurturing scalable digital ecosystems that elevate efficiency, transparency, and equitable public service delivery.

Advancements in Artificial Intelligence (AI) and Generative AI (GenAI) further expand the potential for predictive analytics, anomaly detection, and intelligent automation within urban planning and personalized citizen services. These technologies empower municipal teams with advanced tools for addressing diverse urban challenges, from waste management to traffic flow optimization. However, uneven infrastructure development and digital literacy disparities, particularly in smaller towns, underscore the conclave's focus on inclusive capacity building to ensure the benefits of technology permeate all urban areas and populations equitably.

By convening policymakers, ULB leaders, technologists, and stakeholders, the conclave transforms governance challenges into actionable strategies aimed at strengthening ULB autonomy over the critical "three Fs" — Functions, Finances, and Functionaries — while promoting the operationalization of elected urban councils through State Election Commissions. It also emphasizes the integration of ethical AI and robust data governance frameworks to build resilient, participatory urban systems that resonate with the vision of Viksit Bharat@2047. Through this multifaceted knowledge exchange and alignment of policy with practice, the conclave aspires to shift fragmented urban governance towards unified, digitally empowered models capable of delivering smarter, more equitable Indian cities.

III. Key Elements of Digital Transformation in Urban Centres of India

Smart cities embody a transformative approach to urban development, integrating technology, infrastructure, and citizen-centric governance to foster sustainable, inclusive, and efficient urban environments. Central to this concept are core infrastructure elements such as reliable water supply, assured electricity, modern sanitation including solid waste management, efficient public transportation, affordable housing, and robust digital connectivity. Beyond physical infrastructure, smart cities emphasize good governance through e-governance platforms and active citizen participation, alongside initiatives for safety, security, and environmental sustainability. This holistic framework leverages innovative ICT solutions and data-driven smart applications to enhance quality of life, optimize resource usage, and create replicable models of urban excellence that inspire broader regional development.

Two real-world examples, may be seen as follows:

UPYOG: Urban Platform for Delivery of Online Governance

UPYOG is the national reference platform developed under the National Urban Digital Mission, designed to digitize and transform service delivery in urban areas by providing a unified portal for municipal services. Built using open APIs and modular, scalable framework, UPYOG empowers municipal bodies to automate processes, improve collaboration, and enhance data-driven management of urban services. It supports 10+ reference modules for services such as permissions, certificates, payments, waste management, and more. The platform's implementation across thousands of cities and towns in India simplifies urban service access for citizens, boosts operational efficiency for urban local bodies, and strengthens cross-state learning through shared digital resources. Notably, successful use cases in Kerala show enhanced citizen experiences and streamlined service workflows.

IUDX: India Urban Data Exchange

The India Urban Data Exchange (IUDX) is a key DPI under the Smart Cities Mission, developed by MoHUA and field-validated by IISc, which provides a secure and interoperable platform for urban data sharing. IUDX enables city departments, government agencies, academic institutions, and private enterprises to exchange, access, and analyse urban datasets across domains like energy, sanitation, traffic, and infrastructure. Built on open-source APIs and data models, IUDX facilitates real-time data-driven decisions, integrated urban planning, and fosters innovation by breaking down silos between agencies. Through reliable privacy, security, and accounting mechanisms, IUDX plays a transformative role in streamlining urban operations and amplifying the impact of smart city initiatives.

IV. Key Challenges in SMART Public Service Delivery

India's cities face multifaceted governance challenges that hinder the delivery of efficient, equitable urban services, from institutional fragmentation and digital divides to capacity gaps, data silos, scalability issues, and cybersecurity risks. These barriers undermine the potential of Urban Local Bodies (ULBs) to foster resilient, inclusive urban ecosystems aligned with Viksit

Bharat@2047. This conclave addresses them head-on through targeted discussions and actionable strategies.

Framgmented Institutional Systems

India's urban governance operates within fragmented institutional systems where citizens navigate overlapping jurisdictions among Urban Local Bodies (ULBs), municipal corporations, parastatal agencies, and state authorities, each functioning in silos that hinder seamless service delivery in water supply, sanitation, and transportation. Despite the intent of the 74th Constitutional Amendment to bolster local governance, most ULBs face persistent constraints in financial autonomy and inter-agency coordination, resulting in service duplication, accountability gaps, and underutilized potential of integrated digital platforms like those from the Smart Cities Mission due to poor data sharing.

Digital Exclusion

Digital exclusion remains a stark reality even as over 91 percent of urban households report internet access, disproportionately affecting low-income families, women, the elderly, and informal settlement residents who lack digital literacy, affordable devices, or reliable high-speed connectivity available in only about 15 percent of homes. Social disparities exacerbate this divide, with lower internet usage among women and Scheduled Castes and Tribes, thereby restricting equitable access to essential e-services and perpetuating inequalities in urban participation and benefits.

Capacity Constraints

Capacity constraints further impede progress, as municipal staff often lack training in AI tools, data analytics, or even basic operations of Integrated Command and Control Centres, with advanced skills like prompt engineering particularly scarce in smaller towns. This reliance on external vendors stifles innovation, leaves smart infrastructure underutilized, and underscores the urgent need for targeted capacity building to empower urban workforces across diverse city scales.

Data Governance and Quality

Weak data governance compounds these issues, with urban agencies maintaining siloed datasets in inconsistent formats that undermine platforms like the India Urban Data Exchange (IUDX) and cautious adoption amid the Digital Personal Data Protection (DPDP) Act. Inadequate frameworks for data collection, validation, storage, and sharing erode trust, limiting the scalability of personalized, responsive city services essential for effective urban management.

Scalability

Scalability challenges arise from India's urban diversity, where successful digital pilots in metros like Bengaluru falter in Tier II and III towns due to infrastructure deficits, varying technical capacities, and governance differences, even as national platforms like UPYOG seek unification through customization.

Cybersecurity

Cybersecurity vulnerabilities loom large as digitization expands, with low awareness, inadequate protections for citizen data, IoT devices, and ICCC networks heightening risks from ransomware and breaches that threaten service continuity and public confidence.

This conclave confronts these urban-centric challenges by convening leaders to forge pathways for institutional integration, inclusive digital access, capacity enhancement, robust data frameworks, scalable models, and fortified cybersecurity, aligning fragmented systems with Viksit Bharat@2047 for resilient, equitable cities.

V. Conclave Objectives

1. To provide a platform for sharing real-world case studies and innovative solutions, fostering interdisciplinary learning and professional growth.
2. To facilitate knowledge exchange and best practices between academia, practitioners, and industry experts.
3. To enable researchers, urban planners, and policymakers to share insights and experiences on sustainable and inclusive urban governance.
4. To encourage dialogue on emerging technologies, policy frameworks, and capacity-building for smart, citizen-centric urban service delivery.
5. To build collaborations among stakeholders to accelerate India's urban transformation aligned with the Viksit Bharat@2047 vision.

VI. Thematic Sessions for the Conclave

The conclave invites submissions under the following categories:

1. **Original Case Studies:** Detailed analyses of urban governance, planning, and digital transformation initiatives demonstrating applied experience and contextual insights.
2. **Research Papers:** Theoretical or empirical studies presenting new findings, methodologies, or conceptual advancements relevant to urban sector challenges and governance reforms.
3. **Review Papers:** Comprehensive evaluations of existing best practices, policies, or urban initiatives that provide critical appraisals and synthesis of field knowledge.
4. **Field Insights and Best Practices:** Documentation and reflection on innovative solutions, ground-level observations, and practical experiences addressing urban service delivery and governance issues.

Contributors from academia, research institutions, government agencies, and practice are encouraged to submit work that advances the conclave's objectives of promoting integrated, inclusive, and scalable urban governance solutions aligned with India's urban transformation goals.

Conclave Session Themes

1. Generation of Own Source of Revenue: Urban Finance & ULBs

Urban Local Bodies (ULBs) must evolve to strengthen their financing mechanisms, capacities, and leadership so that we can curate more resilient and self-sustaining cities. Research here explores models of OSR, PPPs, local revenue systems, and related governance reforms and institution-building, as well as urban leadership for empowered city governments.

Some of the suggested sub-themes (but not limited to these) are:

- Institutional strengthening and reforms to Resolve Urban Poverty
- PPP frameworks for urban services
- Urban finance innovations such as Smart city asset monetisation, crowdfunding
- Innovative Urban revenue models such as Property-Based Revenue, User Charges & Service Fees, Municipal Bonds, and Building Permits
- Transparency & Accountability in Revenue Management
- Leadership and capacity building for municipal staff
- High-performing municipal case studies

2. AI-Powered Cities: The Next Leap in Urban Management

Artificial Intelligence is rapidly reshaping urban operations by enabling intelligent decision-making, predictive management, and automated solutions. Research in this theme examines how AI can optimise mobility, energy use, service delivery, and overall city resilience.

Some of the suggested sub-themes (but not limited to these) are:

- Predictive governance and real-time decision systems such as predictive maintenance for roads, bridges, and utilities
- AI for mobility, utilities, and surveillance
- AI-based zoning and land-use planning
- AI chatbots for public service delivery especially using BHASHINI
- AI for energy efficiency and smart grids
- Waste management optimization using AI
- Climate modelling and disaster preparedness
- Digital twins for planning
- Relooking at Smart Cities from the AI Lens
- Smart construction using IoT and AI.
- Ethical AI and algorithmic accountability
- Case studies of AI-enabled cities

3. Exploring Newer Urbanism: Urban Governance with Citizen Voices

Co-creation is opening new pathways for transparency, collaboration, and collective decision-making in urban. This theme explores how technology can deepen citizen engagement, strengthen participatory governance, and build trust in public institutions.

Some of the suggested sub-themes (but not limited to these) are :

- Urban Redevelopment: Transit-Oriented Redevelopment, Brownfield Redevelopment
- Citizens' Movements and Urban Politics
- E-participation and inclusive civic platforms
- Crowdsourcing and public feedback systems
- Social Capital & State Synergy: Collaboration between state institutions and community networks
- Urban Regeneration , Slum Clearance & Rehabilitation
- Participatory budgeting models
- Architecture: Building styles and structures that define cityscapes.
- Social Dynamics: Communities, diversity, and urban lifestyles.

4. Innovating Urban Planning: New Models for the Future City

Cities must innovate to meet rising environmental, social, and economic pressures. Research under this theme focuses on new models in transport, waste management, planning, standards, and regulations that can reshape urban systems for the future.

Some of the suggested sub-themes (but not limited to these) are:

- 15-Minute Cities: Designing compact, accessible, and sustainable neighbourhoods
- Remodelling Infrastructure: Designing streets, housing, public spaces, and infrastructure.
- Ease of Mobility & Transport: How people move within cities, Next-gen mobility and shared transport
- Urban service standards of the future
- Emerging business models in city ecosystems
- Innovation-led city case studies

5. Public Service Delivery: Designing Citizen-Centric Urban Services

As cities digitize, public services must evolve to become more responsive, efficient, and citizen-centric. This theme examines the digital frameworks, governance tools, and institutional models that drive smarter service delivery.

Some of the suggested sub-themes (but not limited to these) are:

- Integrated digital service delivery
- Automated grievance redressal systems
- Automation and anticipatory governance
- Accessibility and user experience
- Interoperability and unified platforms
- Best practice case studies

6. Safe Urban Futures: Security with Dignity for Women, Seniors, and Children - Safety and dignity are foundational to urban life. Research in this area analyses

approaches, technological, social, and policy-driven, that can protect women, children, and seniors while fostering inclusive, secure urban environments. Some of the suggested sub-themes (but not limited to these) are:

- Safety-by-design in urban planning
- Affordable, Safe and inclusive housing
- Incorporating cultural identity and aesthetics into city layouts.
- Tech-enabled safety systems
- Gender-sensitive and age-friendly frameworks
- Policing and emergency response reforms
- Safe City project case studies

7. Sustainability and Circularity: Building Green Cities That Thrive

Rapidly expanding cities in the developing world have become dynamic engines of economic growth. However, this progress comes at a cost: mounting ecological stress and declining liveability for ordinary residents. Rising pollution, shrinking green spaces, and a severe shortage of affordable housing are eroding the quality of urban life. Cities need resilient, equitable infrastructure to support growing populations and shifting needs. This theme centres on innovations in housing, water services, and core infrastructure systems that can strengthen urban quality of life.

Some of the suggested sub-themes (but not limited to these) are:

- Circular economy and smart waste systems
- Urban Construction and Design
- Controlling Urban Pollution
- Green building practices and energy-efficient systems.
- Resilient and sustainable infrastructure
- Water security and smart utilities
- Green and climate-resilient systems
- Green spaces, energy efficiency, and reducing pollution.
- Green bonds for sustainable projects
- Exploring Safe CNG disposal process (Defueling → Decommissioning → Recycling)
- Toward an Improved Model of Environmental Regulation
- Lessons from major green infrastructure projects

8. Liveable Whole-of-City: Holistic Planning for the Urban Century

Holistic planning and thoughtful design are crucial for sustainable, people-centred cities. This theme covers new planning frameworks, spatial design approaches, and integrated strategies that can guide balanced urban growth. To balance the challenges of ever burgeoning urbanisation, the session focus on holistic city design that balances residential, commercial, and green spaces wherein development is both for accessibility and convenience.

Some of the suggested sub-themes (but not limited to these) are:

- Integrated land-use and mobility planning
- Human-centric design and placemaking
- Climate-responsive planning
- Data-driven spatial analytics
- Support for small businesses and startups.
- Innovation hubs and knowledge economies.
- Holistic neighbourhood redesign examples

VII. Submission Guidelines

Guidelines for Submission:

- Submit in .docx, 12-pt Times New Roman, single-spaced, 1-inch margins.
- Maximum 6,000 words (excluding exhibits, appendices, references).
- Use primary research or reliable secondary sources.
- Email submissions to cusiipa02@gmail.com ; priyank.policy@gmail.com ; kartik.sharma8398@gmail.com .
- Selected papers/cases will be published in an IIPA edited book
- Those who want to present a case study or attend the conference must register at: https://docs.google.com/forms/d/e/1FAIpQLSdcte7Dzz76LIXP5ECMMPTaOviW1Z_Ry-uFrAYv7fXT1bfXgdw/viewform

The National Urban Conclave will be in Hybrid mode (online and offline mode)

- Only unpublished submissions will be accepted
- Cases must have a decision or analytical focus and have to be presented in the past tense.

Format Requirements

- Each submission must include: Title Page (title, author info)
- Abstract & Keywords
- Introduction/Hook
- Overview of Company/ Organisation/ Industry/ Protagonist. (Only applicable for case studies)
- Situation/Problem Description/ Need for the study
- Findings/ Observations / Discussions
- Way Forward (approaches, questions, solutions)
- Exhibits/Appendices/References - APA Style

VIII. Timeline

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|-------------------|-------------------------|
| December 05, 2025 | Submission Open |
| December 31, 2025 | Last Date of Submission |

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|-------------------|---------------------------|
| December 05, 2026 | Acceptance Notification |
| January 07, 2026 | Last Date of Registration |

IX. Registration Fee Details

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|---------------------|---|
| 1 Author | Rs 1000/- (Inclusive of lunch & high tea) |
| 2 Authors | Rs 1500/- (Inclusive of lunch & high tea) |
| 3 Authors and Above | Rs 2100/- (Inclusive of lunch & high tea) |

Registration link:

<https://docs.google.com/forms/d/e/1FAIpQLSdcte7Dzz76LIXP5ECMMPTaOviW1ZRy-uFrAYv7fXT1bfXgdw/viewform>

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X. Conclusion

The National Urban Conclave marks a pivotal platform for advancing India's Viksit Bharat@2047 vision, positioning cities as engines of economic growth, social equity, and sustainable development through empowered Urban Local Bodies (ULBs) and resilient governance frameworks. It focuses on overcoming urban challenges like fragmented institutions, digital exclusion, capacity constraints, data silos, scalability hurdles, and cybersecurity risks by fostering institutional reforms, inclusive citizen engagement, and innovative revenue models for self-sustaining cities.

Urban centres, housing nearly half the population and driving over 65% of GDP, demand strengthened municipal leadership to integrate participatory governance, safety-by-design principles, and holistic planning for compact neighbourhoods, green infrastructure, and equitable service delivery. Thematic sessions on urban finance, citizen voices, future-ready planning, safety, sustainability, and public services highlight the need for scalable solutions that bridge metros and smaller towns.

By convening leaders, policymakers, and researchers, the conclave catalyses cross-sector collaboration to embed transparency, accountability, and human-centric urbanism, delivering a roadmap for inclusive, resilient cities that thrive amid rapid urbanization.

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